



R2 QUARTERLY NEWSLETTER

Live Resilient. Stay Ready. Be Army Strong



Director's Column

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Personal Readiness is critical to Personnel Readiness and deployability.

For over a decade, our Soldiers, and the Families and Army Civilians who support them, have displayed great strength and resilience through a time of protracted conflict and transition. These professionals who serve have faithfully answered the Nation's repeated calls to duty and accomplished sustained missions. But being part of the all-volunteer force doesn't come without its challenges.

Currently, approximately 55,000 of the Active Duty force is non-deployable. Of that 55,000, 11,000, or the equivalent of three heavy brigade combat teams, are due to a Personal Readiness issue.

Ready and Resilient (R2) defines Personal Readiness as the physical, psychological, social, spiritual and Family preparedness needed to achieve and sustain optimal performance in supporting the Army mission in environments of uncertainty and persistent danger. These attributes contribute to individual deployability, high performance and resilience, and support mission readiness.

In order to optimize the performance of Army personnel, and reduce risks that may escalate into outcomes resulting in a non-deployable situation, Army leaders must have holistic visibility at all echelons and throughout the Army lifecycle, and be empowered to take action based on their assessment.

The refined Ready and Resilient strategy enables Army leaders to take charge of this effort. We are focused on developing and implementing a holistic, outcome-driven system of capabilities that will give Army leaders visibility of Personal Readiness; provide a routine, comprehensive assessment of aggregated information; and identify strengths and gaps, and be able to take targeted action toward improvement and sustainment.

As Gen. Mark Milley, Chief of Staff of the Army, recently said: "Readiness is #1...and there is no other #1," as it is Readiness that determines the Army's ability to fight and win the Nation's wars, and Readiness begins with our Soldiers. Achieving and maintaining tactical, operational, and strategic Personal Readiness will result in a ready Army of cohesive teams that can perform, and resilient individuals who can contribute to meet the Army mission.

Live resilient, stay ready, and be Army Strong!

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People

If you have feedback on the newsletter or you would like to contribute, please contact R2 Public Affairs (usarmy.pentagon.hqda-dcs-g-1.list.r2pao@mail.mil).



SOLDIER SMART initiative takes holistic approach to providing capabilities to Soldiers

By Staff Sgt. (P) Michael Smith & Staff Sgt. Onga Toliver, both Master Resilience Trainers



SOLDIER SMART, or Student Objective Learning Directives for Initial Entry Readiness through Specific, Measurable, Action-focused/achievable, Realistic, and Timely goals, was designed by the 264th Medical Battalion, Joint Base San Antonio-Fort Sam Houston, Texas in an effort to teach Soldiers how to bounce back from adversity, meet goals of MOS qualification and thrive throughout their Army career.

Incorporating strategies and techniques from Army programs such as Comprehensive Soldier and Family Fitness, Performance Triad and Army Wellness Centers, this program assists Soldiers with any anxiety or nervousness they may experience, improving their well-being through providing Resilience Training in the classroom environment. Training provided at the Medical Education and Training Campus where SOLDIER SMART is delivered, is similar to what someone may experience in their first year of college.

This training, provided at the Medical Education and Training Campus, consists of five educational workshops for newly arriving Soldiers assigned to the unit. Embedded in the workshops are resilience and performance skills such as Goal Setting, Hunt the Good Stuff, ATC, and Energy Management. Soldiers receive each education workshop in a two-day period prior to the start of their MOS training. In collaborative efforts with Texas A&M University-San Antonio, these workshops are tailored to meet the needs of the campus's population. The five workshops offered are:

- **Manage Your Stress** - Soldiers learn how to better manage their stress and anxiety. By digging into their thought processes, behaviors and priorities, they dissect where their anxiety stems from and how to manage it on a healthy level.
- **Time Management & Procrastination** - Soldiers have an opportunity to learn various tips and techniques to help improve their time management skills and avoid procrastination.
- **Study Tips & Techniques** - Covers the importance of selecting main ideas from classroom lectures and textbook readings, note-taking effectively and efficiently, and staying organized.
- **Preparing for & Taking the Test** - Soldiers learn a variety of study tips and test taking strategies for test day.
- **Gaining & Maintaining Your Concentration** - Soldiers learn how to gain and maintain their concentration, ignore distractions and improve their goal setting skills.

Upon completion of each workshop, trainers assist Soldiers in identifying any potential issues in their studying habits and personal life. Soldiers may schedule additional training if necessary with their unit Master Resilience Trainer, Military/Family Life Counselor, or Chaplain by informing their Platoon Sergeants or Squad Leaders.





Army Trials 2016



The 2016 Army Trials will take place at Fort Bliss, Texas from February 26 – March 11, 2016. This event brings together wounded, ill, and injured Soldiers and Veterans from across the Army, in order to compete for a spot on the Army team for the 2016 Department of Defense Warrior Games. The DoD Warrior Games is an opportunity to showcase the strength and resilience of service men and women who have overcome adversity and are using adaptive reconditioning to become resilient warrior-athletes, as well as successfully transition back to the force or to civilian life.

Soldiers and Veterans will compete in eight different events- Archery, Swimming, Sitting Volleyball, Wheelchair Basketball, Track, Field, Shooting, and Cycling. Comprehensive Soldier and Family Fitness is proud and excited to support the wounded, ill, and injured Soldiers and Veterans competing in the Army Trials through our team of Master Resilience Trainer-Performance Experts (MRT-PEs) who will train the athletes in resilience and performance techniques, in order to help them prepare for competition, and also help them translate those skills into their everyday lives. The supporting MRT-PEs are:

Archery:	Heather Hassinger (Fort Bliss)
Swimming:	Anthony Pacheco (Fort Bragg)
Sitting Volleyball:	Abby Bilyk (Joint Base Lewis-McChord)
Wheelchair Basketball:	Kelsey Erlenbaugh (Fort Bliss)
Track:	Stephany Coakley (National Capital Region)
Field:	Shawn Saylor (Fort Jackson)
Shooting:	Cody Sohn (Fort Benning)
Cycling:	Tim Mitchell (Camp Parks)

For more information about the Army Trials and the 2016 DoD Warrior Games, please follow hashtag #ArmyTrials on Facebook and Twitter. You can also visit Warrior Transition Command's Website at www.wtc.army.mil.

Announcement: Call for Media!



The Master Resilience Trainer (MRT) Course is well-known for using music to stimulate thinking, reflect resilience concepts, and set a general good course energy. Our curriculum developers are always interested in keeping the playlist for this course current, so if you hear a song that says to you Put It in Perspective* or a tune that just screams Active Constructive Responding,* you now can suggest it to the training team community.

If you are an MRT, visit the MRT Resource Center here: <https://armyfit.army.mil/MRT/Secured/MediaList.aspx> (path: MRT Resource Center > Download Latest Curriculum > Media List > Song Submission) to submit your suggestion for inclusion in the MRT Course playlist. The curriculum team will review your suggestion and notify you of the result, updating the list on a regular basis. Get the latest playlist here:

https://armyfit.army.mil/MRT/Secured/Documents/Curriculum/CSF2_MediaList.pdf

(path: MRT Resource Center > Download Latest Curriculum > Media List). This suggestion form is for music suggestions only, because background music in the course isn't formally used to meet learning objectives (unlike videos).

* used as examples only. Songs may evoke any of the course topics, skills, and/or competencies.

Florida Army National Guard - MRT Refresher Training

The Florida Army National Guard recently held the first formal ARNG MRT Refresher Training at the Hyatt Place Orlando in Orlando, Florida from Sept. 23-25 2015. The course had 33 participants, some had not experienced any formal refresher training since graduating the Level I MRT course as far back as 2010. Students received their refresher training on the latest version of the curriculum and were then required to teach back the skills to confirm their understanding of the skills, allowing Sgt. 1st Class Robert Eads the opportunity to provide feedback to better their teaching techniques.

Eads is making the Florida Army National Guard (FLARNG) Resilience Risk Reduction / Suicide Prevention (R3SP) programs second to none. He's a solid Level III MRT, and is a forward-thinker whose signature Character Strength of Zest, Enthusiasm and Energy resonates with others. His efforts are helping the Florida Army National Guard develop a resilient Soldiers, adaptive leaders and cohesive teams, ultimately supporting a Ready and Resilient Force.

Jim Moore, the Army National Guard resilience program manager, sent a Heritage Painting, (chosen from a gallery of paintings that has been done over the years to commemorate the history of America's citizen-soldiers) to be awarded to Eads. The Assistant to the Adjutant General (ATAG), Col. Perry Hagaman, presented the award on behalf of the National Guard Bureau to Eads for his diligence and efforts in making the Florida program one of the leading programs in the Nation. Mr. Moore also thanked the FLARNG leadership for their support and guidance in understanding how Ready and Resilience fits into the larger Army mission and reflects the strength of the Nation.

In a note to Moore, Eads said, "I'd like to express my sincere thanks for the exceptional heritage painting I received from your office. That truly is the finest example of recognition I have ever received in my military career. Our ATAG, COL Perry Hagaman arrived Friday during the MRT Refresher Course and presented me with the beautiful painting. The support I've received from the ARNG Resilience Team, and each of you over the years has been unparalleled. My job down here in the FLARNG is a blessing and a privilege, and I thank you all for the continued opportunity to serve our Soldiers and Families."

Below are testimonials and feedback from participants of the recent Florida MRT Refresher Course:

"I very much enjoyed (the) class and was impressed at (the) level of preparation, organization, and enthusiasm."

"I really appreciated that (the instructor) spent the whole first day teaching the material. I think, like in the case for me, this was the first time anyone has ever given me a refresher on the material."

"I believe it was very valuable to have people teach a class on the second day and have (the instructor) there to provide feedback on how they can become better instructors for their units."

"Great location to hold the refresher training."

"I liked how we were all in civilian clothes. It adds an element of a comfortable family aspect towards the course, especially with there being higher ranking people."



Fort Drum Conducts Training Year-Round

It may be cold in the North Country, but that doesn't stop the Master Resilience Trainer-Performance Experts (MRT-PEs) at the Fort Drum CSF2 Training Center (TC) from conducting a wide range of trainings year-round!



Spouses train for a Tough Mudder competition after Performance skills training

The versatility of the Training Center has allowed MRT-PEs to work with Soldiers, Families (including spouses and teens), and Civilians alike, teaching both performance and resilience skills for various purposes. CSF2 is embedded into Ft. Drum's Light Fighter's School (LFS), where performance skills are taught to Soldiers in courses such as Rifle Marksmanship Instructor Course, Mountain Athlete Warrior Course, Mountain Warfare Course, Combatives, and Pre-Ranger. MRT-PEs have also been in support of Soldiers in the Best Ranger Competition, as well as the female Soldiers attending Ranger School, focusing on improving performance in the face of challenges while managing energy most efficiently, especially when sleep is lacking. One of the most recent developments in training offered at Ft. Drum is pool physical training to increase team cohesion, where Soldiers participate in a Mental Fitness Obstacle Course involving tasks such as treading water and buddy-pull laps while completing activities targeting memory and focus. Mental Skills Training has also been applied to Soldiers on profile, with the intent being to enhance their mindset in order to decrease recovery time, by focusing on increasing motivation and managing pain and energy through deliberate breathing and Imagery.

In addition to the variety of unique training provided to Soldiers, CSF2 MRT-PEs at Fort Drum have trained up several Family Readiness Groups (FRGs) as well as DA Civilians. FRG trainings include Mental Skills Training for Spouses participating in a Tough Mudder as well as an "Attention Control Walk" to increase Spouses' ability to shift attention more effectively. Resilience Training has been provided to the employees of the Civilian Personnel Advisory Center on base as well, covering all of the skills to increase resilience and performance in the workplace.

The Fort Drum CSF2 Training Center is continually striving to meet the needs of the Fort Drum community and provide Performance and Resilience Training in applied and innovative ways.



10th MTN DIV (LI) Best Ranger team applying Performance skills taught by CSF2 Master Resilience Trainer- Performance Experts (MRT-PEs).

Fort Knox High School Boy's Basketball Team Receives Performance Training



Student-athletes complete a team building exercise to begin performance training

MRT-PEs from the Fort Knox CSF2 Training Center provide Performance Training to the Fort Knox High School Boys' Basketball team for the 2015-2016 season. To tip off the new season, the team attended a full-day training that was broken up into two separate sessions: morning and afternoon.

The morning session consisted of classroom training at the CSF2 Training Center that focused on Confidence, Concentration, and Composure as well as Team Building. Throughout the classroom instruction, the student-athletes worked through practical exercises that emphasized each concept. The morning session concluded with having the student-athletes identify a mental game plan that included a specific performance goal, an academic goal, and how they would implement what they learned to achieve their goals.

The afternoon session was centered around application of the skills on the basketball court. At the Fort Knox High School gymnasium, players rotated through various activities consisting of a basketball-specific drill paired with a mental skill concept. To warm-up for the afternoon session, players paired up to practice their free throw routines together. For the remaining activities, players were separated into small groups to utilize Deliberate Breathing in their lay-up lines, develop Attention Control techniques on fast break opportunities, shoot free throws under pressure, and employ Mental Games during timeouts to enhance play memorization.

This is the third consecutive year that the CSF2 Fort Knox MRT-PEs have worked at the high school to train Army dependent teens. Through their work at the high school, the Fort Knox Training Center has developed a strong relationship with the sports programs. In addition to the basketball team, the Training Center has also worked with the volleyball, baseball, and golf teams at Fort Knox High School. The CSF2 Fort Knox Training Center will continue to provide support to the Fort Knox High School Boys' Basketball team throughout the remainder of the season by attending practices, observing games, and providing hip-pocket training.



Members of the Fort Knox High School basketball team to complete an exercise emphasizing effective communication and working together as a team to complete a common goal

Take the Health Related Behaviors Survey (HRBS) and help influence military policy.



The RAND Corporation is conducting a survey of Active Duty and Coast Guard personnel to assess health-related behaviors that can affect readiness, such as diet, exercise, stress, substance use, and other issues.

Information from the survey will be used to provide essential data to inform DoD and Coast Guard leadership regarding services, programs, and support to meet the health needs of those who serve.

Your participation is critical for making program and policy decisions that sustain a healthy and ready force.

Participation is entirely voluntary. However, if invited to participate, please take the survey to ensure that the results are accurate and informative for senior leaders. To protect your privacy, the survey is anonymous.



Photo credits:
Top row left to right: Navy Officer 1st Class Shawn Robert Egan, Jonathan Spradlin, Senior Airman Elise Scott, David Robinson
Bottom row left to right: Egan, Terry Fitzgerald, St. Cloud, Jesse Blackford



Sleep and the Soldier: Analysis of the True Cost of Military Sleep Debt (Opinion)

By 1st Lt. Jeremy Flint, 1st Battalion, 4th Infantry Regiment at Hohenfels, Germany
Florida State University alumni, Class of 2012

The military is often perceived, both within and from an outside perspective, as an arena wherein mental fortitude and physical conditioning can overcome the baser tendencies and needs of an individual Soldier. While both are key components of a well-rounded, disciplined fighting force, too often leaders and commanders encourage Soldiers to push through sleep deprivation through sheer willpower. While contingencies always arise in which sleep is a luxury that a unit can ill-provide, a unit's battle rhythm should address the individual Soldier's need for uninterrupted rest in order to ensure optimal performance in garrison, training, and combat operations. Per Maj. Gen. Aubrey Newman's book "[Follow Me I](#)", Soldier rest should be prioritized in a unit's battle rhythm, in that "there should be a place on training schedules for instruction in the facts of life concerning sleep and the results from the lack of it (Newman, 280)," and that "whether or not you get enough sleep is not accidental, but the result of effort on your part and the determination to have it (Newman, 287)." In a unit with as high an operational tempo as 1-4 IN, where we delicately (or occasionally indelicately) balance opposing force (OPFOR) requirements to include large-scale decisive action training environment (DATE) rotations and less intensive situational training exercise-driven rotations with the traditional infantry battalion requirements of Expert Infantry Badge, maintenance, squad and platoon training, and the abundance of administrative work that plagues the modern Army, sleep and rest is often the first aspect of personal care to be put on the chopping block. While this is obviously not a spoken mandate or requirement, it is often simply a fact of life, especially for those lucky enough to hold leadership positions throughout the platoons, companies, and battalion. Therefore, it is of utmost importance for individual leaders to educate themselves on the importance of sleep management for themselves and those under their care, so that we can maximize safety, training, and long-term health.

When thinking of the ill effects of poor or lack of sleep, the easiest scenario to draw from is combat or simulated combat scenarios, i.e. DATE rotations. The frequency of large-scale rotational exercises 1-4 IN participates in allows for a wide breadth of experience to be drawn regarding the deleterious effects of limited sleep, and the Antitank Platoon is a prime example to work with. As a battalion-level reconnaissance asset with limited organic resources, the Antitank Platoon is asked to operate decentralized, often with five or more kilometers between friendly elements. Constant vigilance is key for each vehicle, both in accomplishing the reconnaissance mission (constant eyes-on scanning of named areas of interest (NAI) with the M41 Information Technology Approval System (ITAS) and in providing local security for the vehicle itself against the omnipresent and greatest threat to the Antitank Platoon, dismounted infantry. With typically only four crewmembers per vehicle, it is of extreme importance for each vehicle commander to manage a rest planning cycle that takes into consideration safety, the aforementioned tasks, radio monitoring, and the minor necessities of operating as an Antitank Platoon asset such as constantly improving camouflage and anti-armor firing positions. The Antitank Platoon has developed a culture in which ensuring well-rested crewmembers operate at maximum efficiency during day-to-day DATE rotations operations is emphasized, as our standard operating procedure dictates that, unless an event is occurring that requires "all hands on deck," such as initial occupation of an anti-armor firing position, Logistical package operations, or an imminent threat scenario, rest plan is implemented day or night that is typically run as one man on the M41 ITAS/monitoring the radio and one man dismounted in vicinity of the vehicle to enhance situational awareness either of the presence of dismounted threats or aiding in monitoring NAIs with either the naked eye or binoculars. This SOP has proved extremely beneficial time and time again, as each vehicle in the Anti-tank Platoon is an agile entity that is able to effectively react to changes of mission or immediate threats, especially during periods of limited visibility when grogginess and slow reaction times traditionally take hold. According to Dr. C. Giovanni's study Sleep and Sleep Deprivation, "even one 30-minute nap in each 24-hour period of otherwise sleep deprivation can result in significant improvement in your ability to use your brain. Although not ideal, napping can get you through a period of continuous operations, where opportunities for sleep are greatly reduced and fragmented." This guidance is one that the Soldiers and leaders of the Antitank Platoon have taken to heart with great effect and demonstrates the importance of appropriate rest as a combat multiplier.

A less obvious, but perhaps more prevalent threat of sleep debt is present in day-to-day "garrison" operations. Sleep debt in garrison is more elusive as it is less immediately detectable. "Sleep debt (...) does not produce deterioration in all activities. For example, in static and repetitive tasks, accuracy is generally maintained, but the time it takes to perform those tasks progressively lengthens.

(continued on next page)

Sleep and the Soldier: Analysis of the True Cost of Military Sleep Debt (cont'd)

Also, many forms of physical activity are not affected, at least initially, by sleep debt. What is affected by sleep debt is the ability of the brain to perform its higher functions, such as learning new information, recalling previously learned information, reacting to information, and analyzing information and making decisions (Giovanni, Sleep and Sleep Deprivation)." Therefore, to an impartial observer, normal battle rhythm activities such as routine maintenance, administrative work, physical training, and similar repetitive tasks seem to be running at maximum efficiency. However, there is still the omnipresent threat of sleeplessness that can easily influence planning cycles and operations, resulting in non-ideal training scenarios and, worse, safety violations and accidents. While specific data regarding the rate of military accidents, injuries, and deaths due to sleep debt is harder to come by, it is not a stretch to assume that safety violation rates could be alleviated by a proactive approach by Soldiers and leaders to educate and enforce good sleep habits.

Recently, the Army has taken steps to address the problem of sleep debt. With the introduction of the Performance Triad, the Army has acknowledged the importance of sleep in conjunction with other factors on long term health and performance (Kukral, Performance Triad). I am in agreement with Maj. Gen. Newman regarding "the importance of teaching about sleep during training, emphasizing sleep as a personal duty and a command responsibility" (Newman, 282). The onus is on leaders to not only educate themselves on the importance of quality sleep in the troops and themselves, but to enforce as strict sleep schedules as the training or mission allows, and to lead by example by prioritizing sleep within the same parameters to maximize efficiency and productivity and to limit avoidable accidents.

Works Cited

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Newman, Aubrey S. Follow Me I: The Human Element in Leadership. Novato, CA: Presidio, 1997. Print.

Illustrations from Fort Polk Teens interpreting Resilience Skills

